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A Study to Determine the Feasibility of a Joint Military Family Assistance Program in the Hampton Roads Area

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**A STUDY TO DETERMINE THE FEASIBILITY
OF A JOINT MILITARY FAMILY
ASSISTANCE PROGRAM IN THE
HAMPTON ROADS AREA**

A Research Project Presented to the Faculty
of the College of Education
Old Dominion University
In Partial Fulfillment of the
Requirements for the Degree of
Master of Science in Adult Education

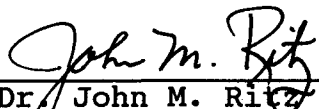
by

Janice G. Poole

December 1991

This project was prepared by Janice Gibbens Poole under the direction of Dr. John M. Ritz in OTED 636, Problems in Education. It was submitted to the Graduate Program Director as partial fulfillment of the requirements for the Master of Science in Education degree.

APPROVED BY:



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Date: 12-9-91

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CHAPTER 1

INTRODUCTION

The Department of Defense has emphasized the importance of and necessity for more organized and better managed joint service assignments within the branches of the military services. The term joint as it relates to the military services is a mutual understanding and knowledge of the inner-workings of each military services by the other services. To accomplish this understanding and foster cooperation between the services, the Goldwater-Nichols Defense Reorganization Act of 1987 directed each branch of service within the Department of Defense to establish specific guidelines and quotas for managing and assigning personnel in a joint duty assignment. This legislation came about in part because of less than adequate joint duty personnel and the unnecessary duplication in military departments. The Act even limited promotions to the rank of Brigadier General or Rear Admiral (lower half) to those officers who had completed a full tour of duty in a joint assignment. (PL 99-433) This emphasis on joint duty has made the previously unpopular joint assignments a much sought after commodity.

With this type of cooperation taking place on the active duty level, it seems to follow that at some point in time, the support agencies of the various services would need to follow that lead. In order to maintain effectiveness and remain up-to-date, supporting agencies should also have at least a basic understanding of their counterparts in the other branches, if not actually be sharing their programs and services.

STATEMENT OF THE PROBLEM

The problem of this study was to determine the feasibility of a combined or joint service military family assistance program in the Hampton Roads, Virginia area. The study compares the Army, Navy (which also serves the Marine Corps), and Air Force family services systems in general and those already in place in this geographical locale.

RESEARCH GOALS

This research is to provide for a better understanding of the various family assistance services and programs available within each branch of the military service. The following questions were addressed:

1. What, if any, are the commonalities in the family programs between the service branches?
2. What is the primary focus of each system?
3. What is the background and purpose of each of the organizations?
4. What are the major components of each services family programs?
5. Is there currently any cooperation between the different branches?

BACKGROUND AND SIGNIFICANCE

The year 1990 brought to the United States a totally unexpected and traumatic event, the build-up to and actual war in the mid-east - Operations Desert Shield and Desert Storm. This was the largest activation of military personnel since the Vietnam War, effecting every part of this nation and touching the lives of virtually every citizen. Due to its overwhelmingly high population of military personnel in all branches of the military services, the citizens of Hampton Roads, Virginia, were especially effected by this event.

Suddenly and with little or no warning, the military families of Hampton Roads needed support services such as had not been necessary in some twenty years. The Army at

Fort Eustis, Fort Story and Fort Monroe, the Navy at Norfolk Naval Station and Naval Air Station, Little Creek Amphibious Base and Oceana Naval Air Station, and the Air Force at Langley Air Force Base, all maintain some form of formal family service or family support program. Within the Army this system is known as the Army Community Service (ACS), the Navy has the Navy Family Services Center (NFSC), and the Air Force utilizes the Air Force Family Support Center. The Marine Corps, while having a significant population in the area, is served by the Navy Family Services Centers.

With the rapid mobilizations and deployments came the need for not only immediate services to the active duty personnel and family members in terms of preparation for deployment and separations, but also the need for potentially long term services and planning. While still in the reaction mode, all family program centers quickly saw the need for some cooperation and coordination in planning and preparing for whatever might lie ahead; massive and long-term deployments, full scale war with the mass injuries and casualties that would result, and eventually, an end and the homecoming to families.

Cooperation did take place between the services, not only here in Hampton Roads but throughout the nation and world. But that cooperation, that sharing of programs and services, was a reaction to current events. Through greater

understanding of each branch of service and the lifestyles and unique concerns of personnel and family members of each branch, the groundwork for these cooperative efforts would have already been in place.

LIMITATIONS

The limitations of this study were as follows:

1. The sample of family assistance systems was limited to the military installations in the Hampton Roads, Virginia geographic location.
2. The sizes of the service installations vary greatly.
3. The military mission of the various armed services in this area differ. (Appendix A)
4. Marine Corps family services was not included.

ASSUMPTIONS

This study incorporated the following assumptions:

1. All branches of military service in the Hampton Roads area, Army, Navy, Air Force and Marine Corps, had some type of family assistance service located on each installation.

2. Each military service provides full and complete support (funding, personnel, etc.) to its family program.

PROCEDURES

A questionnaire survey was developed and utilized in unstructured interviews with management personnel at the military family assistance centers at Norfolk Naval Station, Little Creek Amphibious Base, Oceana Naval Air Station, Fort Monroe, Fort Eustis, and Langley Air Force Base. The interview survey was designed to address the research questions previously stated. Interviews were conducted in person and on site at each military installation.

DEFINITION OF TERMS

The following terms were used throughout this study.

Joint Service - Pertains to a combination of military service branches working in conjunction with one another within a specific military command.

Joint Duty Assignment - A military tour of duty to an assignment which relates to the integrated employment of land, sea and air forces.

Focus - The concentration of the programs, such as preventive versus therapeutic.

Commander - A military officer in charge of a specific group or groups of personnel with a common mission.

Branch of Service - A particular type of military within the Department of Defense - Army, Navy, Marine Corps, Air Force.

Mission - purpose of the armed forces at a particular military installation.

SUMMARY

Chapter One introduced the problem of the study which was to determine the feasibility of a joint service family assistance program in the Hampton Roads, Virginia area. The remainder of Chapter One presented five research goals, background and significance, limitations, assumptions, procedures and definition of terms.

Chapter Two will provide a review of the literature relating to the study. It will focus on the history of the family assistance programs of the various services, the mission of those in existence today and the relationship between the organizations.

CHAPTER 2

REVIEW OF LITERATURE

Presented in this chapter is a review of the literature used to determine the background, focus, and degree of structure and collaboration currently in existence between the formal military social services systems in general. The chapter also reviews the military population statistics for the Hampton Roads geographic area. Finally, the chapter provides an overview of the family support programs and services available through the three military organizations.

HISTORY OF MILITARY FAMILY ASSISTANCE SERVICES

It is widely understood and accepted that the mobile lifestyle and strenuous commitment to duty demanded by the military services places unique stresses on the service member and the military family. The military services have come to recognize these stressors and their impact on the productivity, retention and readiness of the armed forces.

The Army paved the way for the official family services or assistance programs, utilizing and relying on Army wives to provide comfort and assistance in emergencies, raise funds for the needy, operate nurseries, lending closets and

second-hand or thrift shops for the use of Army families. This sufficed until World War II, when the Army population swelled with married soldiers. Army Emergency Relief was organized, for financial assistance, and in 1944 became the Personnel Affairs Branch of the Army, the basic structure for what evolved into Army Community Service. The onset of United States involvement in Vietnam enforced the need for a more formal family assistance program and in 1965 Army Community Service was established. (Baird, 1987)

The United States Navy was next on line, although far behind, with a formal family assistance program. The first Navy Family Services Center was opened in Norfolk, Virginia in 1980, following a 1978 Family Awareness Conference. The Navy, however, had another support system in place prior to the creation of the first Family Services Center, the Navy Ombudsman Program which was established in 1970. Ombudsmen are volunteers who serve as liaison between the command and the family members of the command. They provide information and referral to family members in need of assistance. (O'Keefe, 1989)

The United States Air Force closely followed the Navy venture into a family program, holding its first Conference on Families in 1980 and establishing its first Family Support Center in 1981. (O'Keefe, 1989)

The concept of some type of organized family assistance

program had finally caught on, as within ten years of the Air Force's venture there were over 330 official family support/service centers providing assistance to service members and military families of all branches of the armed forces. (O'Keefe, 1989)

FOCUS OF THE FAMILY SERVICES ORGANIZATIONS

Department of the Army policy states that the Army Community Service has as one of its program objectives to "serve as the commander's primary resource agency for developing, coordinating, and delivering soldier and family social support services that contribute to the overall morale and welfare". (AR 608-1, 1990)

The Department of the Navy Instruction governing the Navy Family Services Centers expresses the fact that "Commanders are responsible for providing the opportunity for a reasonable quality of life for Navy personnel and their families", not only because it is "ethical", but because it "directly impacts upon job performance, retention and readiness". The instruction further declares that the Navy Family Services Centers are an essential element in providing the services needed to support the Navy lifestyle. (OPNAVINST 1754.1A, 1985)

A Department of the Air Force regulation also refers to

the responsibility of the commander in its purpose statement, emphasizing that "...commanders are responsible for the health and welfare of Air Force families." Air Force Family Support Centers are established to assist commanders in meeting this responsibility. (AFR 30-7, 1991)

As is obvious from even a cursory review of the governing doctrines of each service, the Commander is deemed responsible for not only the military personnel under his or her command, but also the dependent family members of those servicemen and women. With 2 million active duty men and women and more than 2.7 million family members throughout the Armed Forces, it is also obvious that Commanders alone can not possibly provide the diverse support services needed. These figures, when coupled with the fact that in 1990 1.4 million of the active duty personnel were no more than 30 years of age, well illustrate the need for some type of formal support system. (Military Family, 1991) The 1989 population figures reported that in Hampton Roads, Virginia, alone the total number of military personnel was 140,403 (Table 2-1). (HRPDC, 1991) When retirees and reservists are added to that number it swells by approximately 50,000. (SEVPDC, 1989)

All three services, Army, Navy and Air Force, have established their own version of a family assistance or support center to be the primary tool through which active

TABLE 23
HAMPTON ROADS MILITARY EMPLOYMENT

	Peninsula	South Hampton Roads	Rural Southeastern Virginia	Total
1969	27,743	116,553	316	144,612
1970	25,446	105,363	312	131,121
1971	23,103	93,812	300	117,215
1972	20,187	88,587	287	109,061
1973	18,698	91,197	281	110,176
1974	18,561	95,364	258	114,183
1975	17,289	91,142	238	108,669
1976	19,021	87,011	226	106,258
1977	18,329	90,885	215	109,429
1978	18,191	94,216	214	112,621
1979	18,807	94,041	232	113,080
1980	19,329	95,686	191	115,206
1981	20,778	102,909	223	123,910
1982	21,729	106,898	268	128,895
1983	21,832	106,246	231	128,309
1984	22,226	108,021	253	130,500
1985	22,356	109,871	274	132,501
1986	22,620	110,039	304	132,963
1987	22,649	114,773	305	137,727
1988	22,938	116,176	305	139,419
1989	23,235	116,862	306	140,403

Source: Bureau of Economic Analysis.

duty and family member social services are provided. The services all share a relatively common focus in terms of their support and assistance programs. According to the Army regulation, Army Community Service is directed to "develop and implement education and prevention programs to enhance wellness within the installation community." (AR 608-1, 1990)

The Department of the Air Force regulation states that the Air Force Family Support Center is "chartered as a primary prevention agency" and is not directed "to provide treatment services." Additionally, one of the organization's core functions is to "conduct family life education and skills development programs." (AFR 30-7, 1991)

The Navy is the only service which provides for short-term non-medical counseling by credentialed and/or licensed personnel. This counseling service is in addition to a major function of the Family Services Centers, which is to "offer informational, educational and preventive programs". (OPNAVINST 1754.1A)

DEPARTMENT OF DEFENSE INVOLVEMENT

In November of 1985 Congress passed the Department of Defense Authorization Act of 1986. Included in this document was the directive establishing the Office of Family

Policy within the Office of the Secretary of Defense. The stated purpose of this new organization was to "coordinate programs and activities of the military departments to the extent that they relate to military families." (PL 99-145)

Interestingly, this Act actually preceded the Goldwater-Nichols Department of Defense Reorganization Act of 1986 which had as a major purpose to "strengthen the representation of the joint military perspective and improve the performance of joint military duties." (PL 99-433)

A Department of Defense Family Policy Statement was issued in January of 1988 emphasizing the need for development of family support programs for Department of Defense families. The statement, which later was followed by a Department of Defense Directive, was prefaced by a memorandum which declared that military "family support activities must share resources and collaborate with each other and other Federal agencies to support DoD families in the most cost-effective ways possible." (Carlucci, 1988). Department of Defense Directive 1342.17, Family Policy, was issued on 30 December 1988.

It was not until the Defense Authorization Act for FY 1990 and 1991 was passed that many specific family support programs were mandated. With this came the directive to all military services for establishing a Relocation Assistance Program, which was to include Outreach, Information and Referral, Consumer Affairs and Financial Assistance

Programs, and a Spouse/Family Member Employment Program.
(PL 101-189)

FAMILY SUPPORT SERVICES

The family assistance services and programs available through the Army Community Services, Navy Family Services Centers and Air Force Family Support Centers are varied yet share many commonalities. Probably the most standard service provided is that of problem identification, information and referral. Each service has some system in place through which clients can seek out information on virtually any subject relating to military or family issues, and be provided referral to appropriate resources (both military and civilian) within the community.

All three organizations routinely maintain files of what is known throughout the military community as Welcome Aboard Packets. These are packets of information pertaining to a specific military post or base, and are generally available for any United States military installation in the world. Lending closets or short term rental of household goods is another function that has long been performed by most family services centers in their efforts to assist families during relocation.

Other areas of service range from employment assistance programs to retired affairs programs; financial planning and

budgeting to emergency financial relief; family advocacy programs to spouse abuse shelters and foster homes; family and parenting education and self-improvement programs to family separation and deployment programs and support groups. A more detailed description of the programs and services provided by the six military family assistance centers in the Hampton Roads area is found in Chapter Four.

SUMMARY

A review of literature revealed that although there did exist some governmental legislation and directives, little information describing processes was available. The methods were unclear, at best, and were to a great extent left to the discretion of the individual branches of the armed services. There are no studies to be found concerning the organization or status of the Army, Navy, or Air Force family services or support programs in the Hampton Roads, Virginia area, either as individual resources or as a part of an extended military social services system.

CHAPTER 3

METHODS AND PROCEDURES

The purpose of this study was to determine the feasibility of a combined service military family assistance program in the Hampton Roads, Virginia area. The study compared the Army, Navy and Air Force family services/support systems as defined by government regulation and the programs actually in place in the Hampton Roads geographic area. Chapter Three describes the methods and procedures used in collecting the data to be compared and analyzed.

POPULATION

The population for this study was comprised of top management personnel - directors, deputy directors and/or chiefs of services at the six Hampton Roads, Virginia military family services/support centers located at seven different military installations. Those installations included Army Community Services at Fort Monroe, Fort Eustis and Fort Story (which is a satellite office of the Fort Eustis ACS), Air Force Family Support Center at Langley Air Force Base, and the Navy Family Services Centers at Norfolk Naval Station, Little Creek Amphibious Base, and Oceana

Naval Air Station. The researcher contacted each manager personally to request their assistance in completing this study.

INSTRUMENT DESIGN

The instrument utilized (Appendix B) was designed to serve as a standardized instrument in an interview situation. A structured interview was held with each manager, with interview questions coming from the interview questionnaire. The interview method was chosen over a standard survey as it was anticipated that there would be a distinct amount of information lost, or not understood, if open discussion were not permitted. The interviews consisted of both open and closed form questions.

DATA COLLECTION

The interviews were held over a period of two months, during September and October of 1991. Interviews were held on site at each family service/support center. All interviews were conducted in person by the researcher, who made those interviewed aware of the purpose of the research.

DATA ANALYSIS

The interview questionnaire consisted of twenty items. Items 1 - 7 were used to gather personal data on the subjects. The responses to questions 8 - 17 were tabulated in table form by the researcher. Responses to question 18 were compiled into a table (Table 4-1), with narrative responses to questions 19 and 20 provided in list form. Five of the questions were closed questions. The remaining questions were open questions. To categorize the survey's data, the mean was calculated by three groups: Army, Navy, and Air Force. Percentages were then calculated for each answer.

SUMMARY

Chapter Three discussed the methods and procedures used to gather data for this study. It also contained information on the population surveyed, the design of the interview instrument, and the data collection and analysis processes used by the researcher. Chapter Four of this study will discuss the results of this survey. The final chapter will provide a summary, conclusion and recommendations based on the results of the study.

CHAPTER 4

RESEARCH FINDINGS

The purpose of this chapter is to present the results of the research interviews. These interviews were conducted in pursuit of an answer to the initial problem: the feasibility of a combined military family assistance program in the Hampton Roads, Virginia, area.

The information compiled in this chapter was gathered from six interviews. Those interviewed were in top level management positions at Army, Navy and Air Force family service/support centers in Hampton Roads, Virginia.

PERSONAL DATA

Eighty-three percent of those interviewed were females. One hundred percent were married, with fifty percent being married to active duty or retired military spouses. The subjects have lived in the Hampton Roads, Virginia area for an average of 7.8 years. They have been in their current management positions an average of 31.5 months, and with their respective agencies for 55.5 months. Fifty percent of the subjects were chiefs of services for their agency, thirty-four percent were directors, and seventeen percent were deputy directors. Sixty-seven percent were employed with the agency during Operations Desert Shield and Desert Storm.

DATA ON POPULATION AND SERVICES

It is necessary to keep in mind the number of respondents for each of the questions cited. For all questions, there were three Navy respondents, two Army, and one Air Force.

8. What is the size of the military population served?

Army:	13,770	Total	9.8%	of military population
Navy:	117,404	Total	83.5%	of military population
Air Force:	9,400	Total	6.7%	of military population
Total:	140,574		100%	

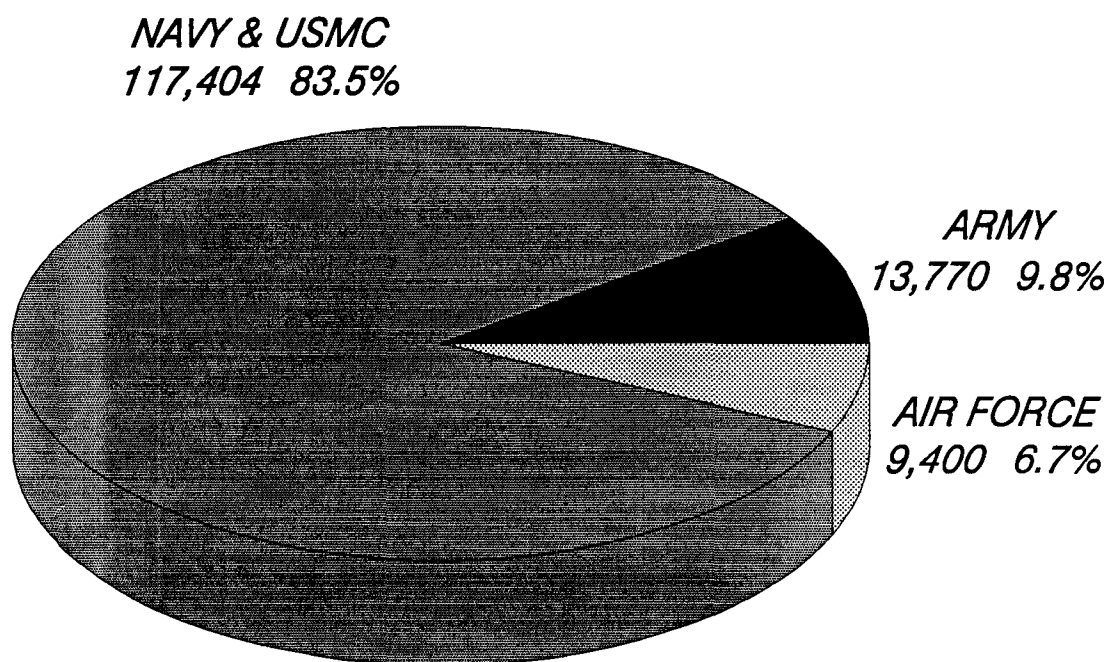
(Refer to Figure 4-1)

9. What is the population of military family members?

Army:	11,781	Total	7.8%	of family population
Navy:	127,650	Total	84.1%	of family population
Air Force:	12,428	Total	8.2%	of family population
Total:	151,859	Total	100%	

(Refer to Figure 4-2)

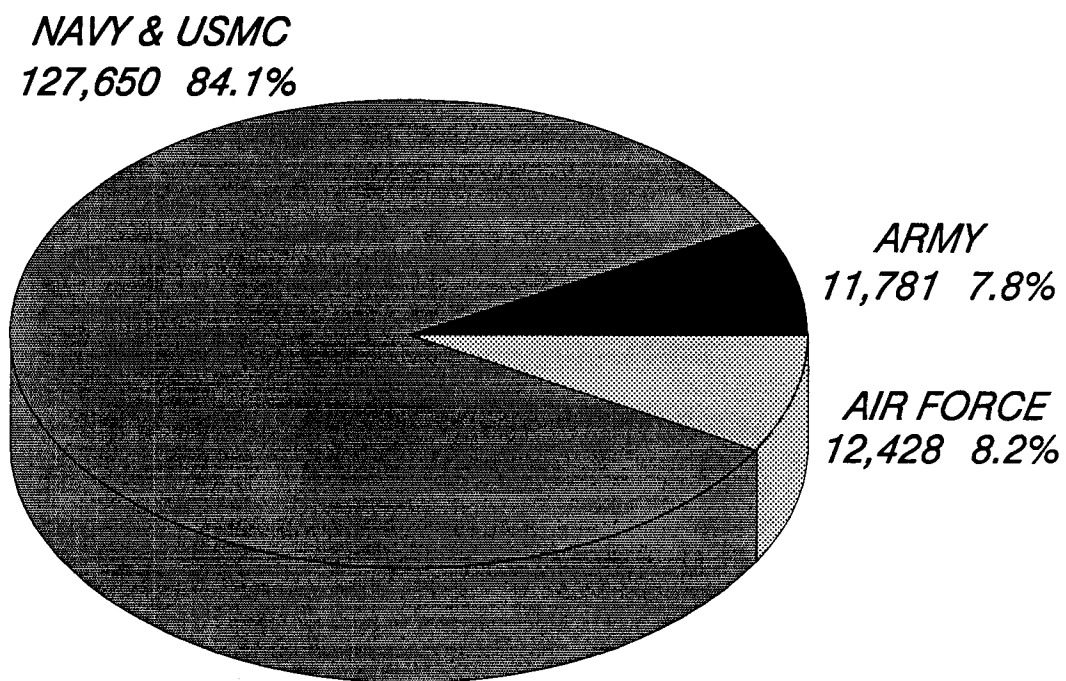
HAMPTON ROADS ACTIVE DUTY POPULATION



TOTAL POPULATION: 140,574

FIGURE 4-1

HAMPTON ROADS DEPENDENTS POPULATION



TOTAL POPULATION: 151,859

FIGURE 4-2

10. What is the focus of your programs and services?

	proactive	reactive
Army:	2 (34%)	
Navy:	3 (50%)	
Air Force:	1 (17%)	
Total:	6 (100%)	

Although all centers are ready to react to emergency situations, the thrust of all, as seen in the review of literature, is to provide education and prevention services.

11. What is your primary target audience?

	Active	Family	Retirees	Other*
Army:	1 (17%)	1 (17%)		
Navy:				3 (50%)
Air Force:				1 (17%)
Total:	1 (17%)	1 (17%)		4 (67%)

* In all 4 instances, "other" was determined to be a combination of both active duty and family member.

12. What do you consider to be your three most important programs?

	Army	Navy	Air Force	Total
Information	2	3	1	6 (100%)
Relocation	2	2	1	5 (83%)
Employment	1	2	1	4 (67%)
Financial Aid	1	0	0	1 (17%)
Deployment	0	1	0	1 (17%)
Counseling	0	1	0	1 (17%)

As will be seen at a later point in the questionnaire, deployment programming and counseling are only available through the Navy Family Services Centers. Although soldiers and airmen deployed as a part of the recent war, deployment is not a normal or consistent routine of a major segment of the population at either the Army or Air Force installations in the area. Deployment of thousands of Navy personnel is very routine and consistent.

13. Which program is the most intense in terms of manhours?

	Army	Navy	Air Force	Total
Information	0	1	0	1 (17%)
Deployment	0	1	0	1 (17%)
Relocation	1	0	0	1 (17%)
Employment	1	1	1	3 (50%)

The information and referral service at the Norfolk Naval Station is a twenty-four hour, seven day a week service, hence, its lone rating as the most manhour intense. Deployment programming, as addressed above, is unique to the Navy and includes both pre-deployment programming and teams of staff members who provide weeks of programming onboard ships during the return transits from major deployments.

14. Do you provide services to personnel or family members of other branches of the armed forces?

	Yes	No
Army	2 (34%)	
Navy	3 (50%)	
Air Force	1 (17%)	
Total	6 (100%)	

All family assistance centers regularly provide at least some services to members of other branches of the armed forces, either because they are stationed at the host installation or live in close proximity.

15. Do you utilize volunteers to supplement paid staff?

	Yes	No
Army	2 (34%)	
Navy	3 (50%)	
Air Force	1 (17%)	
Total	6 (100%)	

16. Are you allowed any degree of autonomy in determining what services you provide?

	Yes	No
Army	2 (34%)	
Navy	3 (50%)	
Air Force	1 (17%)	
Total	6 (100%)	

17. Is the physical size of your facility adequate for the size of population you serve?

	Yes	No
Army	1 (17%)	1 (17%)
Navy		3 (50%)
Air Force	1 (17%)	
Total	2 (34%)	4 (67%)

18. Which of the following programs/services does your center provide on a regular or ongoing basis?

Table 4-1 illustrates the answer to question number 18 by showing the commonalities and also those services unique to the different branches of the military.

HAMPTON ROADS FAMILY SERVICES PROGRAMS

<i>PROGRAM</i>	<i>ARMY</i>	<i>NAVY</i>	<i>AIR FORCE</i>
<i>FAMILY ADVOCACY</i>	<i>YES</i>	<i>YES</i>	<i>NO</i>
<i>INTAKE ASSESSMENT</i>	<i>YES</i>	<i>YES</i>	<i>NO</i>
<i>SOCIAL WORK SERVICES</i>	<i>NO</i>	<i>YES</i>	<i>NO</i>
<i>EMPLOYMENT CENTERS</i>	<i>YES</i>	<i>YES</i>	<i>YES</i>
<i>OUTREACH/MAYORAL</i>	<i>YES</i>	<i>YES</i>	<i>NO</i>
<i>RELOCATION ASSIST</i>	<i>YES</i>	<i>YES</i>	<i>YES</i>
<i>CONSUMER AFFAIRS</i>	<i>YES</i>	<i>YES</i>	<i>NO</i>
<i>FINANCIAL EDUC/PLAN</i>	<i>YES</i>	<i>YES</i>	<i>YES</i>
<i>INFO & REFERRAL</i>	<i>YES</i>	<i>YES</i>	<i>YES</i>
<i>EMERGENCY AID</i>	<i>YES</i>	<i>NO</i>	<i>YES</i>
<i>PARENT EDUCATION</i>	<i>YES</i>	<i>YES</i>	<i>NO</i>
<i>DEPLOYMENT PROGRAM</i>	<i>NO</i>	<i>YES</i>	<i>NO</i>
<i>RETIREE AFFAIRS</i>	<i>YES</i>	<i>YES</i>	<i>YES</i>
<i>EDUCATION SERVICES</i>	<i>NO</i>	<i>YES</i>	<i>YES</i>
<i>FAMILY SUPPORT ASST</i>	<i>YES</i>	<i>YES</i>	<i>YES</i>

TABLE 4-1

19. Is there currently or has there ever been any collaboration between your center and any other military family assistance center in the area?

	Yes	No
Army:	2 (34%)	
Navy:	3 (50%)	
Air Force:	1 (17%)	
Total	6 (100%)	

If so, please describe: (A summary of the responses follows:)

A. All three Navy Family Services Centers routinely collaborate with each other on numerous projects, to include the shipboard homecoming programs.

B. The peninsula Army Community Services and Air Force Family Support Centers have collaborated sporadically, most recently on a seminar provided by a CHAMPUS mental health care association.

C. All centers came together during the recent war in terms of contingency planning for casualty assistance and other potential aspects of long term conflict.

D. Due to the nature of the Naval Service, the Navy Family Services Centers have numerous deployment and homecoming programs in place as a regular part of their services. All of these programs, content and printed materials, were shared with all of the other family

assistance centers in the area and nationwide. Navy Family Services Center staff personnel also provided some programs to family groups at other installations during the war.

E. The family member/spouse employment program coordinators at the different locations have combined efforts to publish an informational brochure for military family members seeking employment.

F. All locations are currently working together on a special project. All are providing input into the development of a children's military lifestyle handbook.

G. As a follow-up to their combined efforts during the war, management personnel of the three military services family assistance centers now meet on a quarterly basis to share information and update others on programs, services and trends.

20. Would you be in favor of a more formalized organization to consolidate the family service efforts of the three military branches in the area?

	Yes	No
Army:	1 (17%)	1 (17%)
Navy:		3 (50%)
Air Force:	1 (17%)	
Total	2 (34%)	4 (67%)

Please explain: (A summary of responses follows:)

A. Definitely advantages to working together and sharing resources, as long as all parties are giving to the effort. With the downsizing of the military that is taking place, a consolidation of services could be a very valid method of still meeting the needs of the military family.

B. We need to cooperate when needed but it is not feasible that we would become one organization.

C. The geography of the area could be a hinderance in trying to organize any formal association, but with the number of Navy personnel stationed on the Peninsula, cooperative efforts in several areas certainly would make sense.

D. The missions of the various services and the sizes of the installations dictate to a great extent what services are provided, making a combined organization impossible. It would surely make sense, though, to at least look at ways that services might be provided more efficiently. We could possibly alleviate some duplication of services and save some dollars.

E. There are too many differences between the military structures to allow for any type of formal association between the family services centers.

F. The larger programs, the larger military installations would have to carry most of the load if services were combined. There would have to be a great deal of formal understandings and guidance from Department of Defense before any organization could be successful.

SUMMARY

Chapter Four summarized the results of interviews with six top management personnel representing the military family assistance centers in Hampton Roads, Virginia. Personal identification data, factual information and opinions were reported in an effort to provide the researcher with sufficient data to address the problem of the study.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter is designed to summarize the findings of the research, draw conclusions and make recommendations based on the findings. The problem of the research study was to determine the feasibility of a combined service military family assistance program in the Hampton Roads, Virginia area.

SUMMARY

The following goals of the research were addressed to provide for a better understanding of the various family assistance services and programs available within each branch of the military service.

1. What, if any, are the commonalities in the family programs between the service branches?
2. What is the primary focus of each system?
3. What is the background and purpose of each of the organizations?
4. What are the major components of each services family programs?
5. Is there currently any cooperation between the different branches?

An interview questionnaire was designed and used in interviews with six management personnel from the different military family assistance centers in the area. The results of

these interviews, coupled with an extensive review of literature, provided the data and foundation for the conclusions and recommendations of this research.

CONCLUSIONS

The commonalities between the various programs are numerous, as can be seen in Table 4-1. All three organizations provide employment assistance services to family members of active duty personnel. Information and referral is another service in common between the three organizations. Relocation assistance programs and financial education and planning are other areas that appear to be common ground. Retired affairs assistance is offered at each center, although it was determined that this service is generally provided by retirees who volunteer their time. Finally, the only other area the organizations have in common is in family support assistance. The form this service takes varies greatly from formal family support programs to reaction to unexpected concerns. The major areas of commonalities are employment programs, information and referral services, financial education and planning and relocation assistance.

Based on not only the interview replies to the question of the primary focus of each system - 100% of the subjects reported the focus of their programs and services to be proactive, but also as found in the review of literature, the focus of all organizations seems to be a proactive one. Again, the instrument

can not tell all, as the researcher determined that, although they are designated a proactive system, the Air Force is still struggling to assert itself as a proactive organization.

The question of background and purpose was addressed primarily through the review of literature. The Army was far ahead of the Navy and Air Force in establishing a formal family service system and in several areas (abuse shelters and foster care are provided by some Army Community Services in other parts of the country and world) still out distances the other two services. The Navy and Air Force organizations came on line at approximately the same time. The purposes of the three groups are all very similar: to assist commanders and the active duty organization in providing for and ensuring at least an adequate quality of life for military personnel and their families.

Questions 12 and 13 of the interview were asked in order to assess the major components or core programs/services of the family centers in the geographic area. One hundred percent of those interviewed listed information services as one of their three most important programs. All but one, eighty-three percent, added relocation services to their core components. Sixty-seven percent, four of the subjects, cited their employment programs as a third core program. Other services cited by seventeen percent of the respondents each, were financial assistance/aid, deployment programs and counseling, all programs which are not common to all three organizations.

The program determined most intense in terms of manhours was, for fifty percent of the subjects, the employment program. The other three programs cited, each by seventeen percent, were information, relocation and deployment. Information and relocation are common to all organizations.

Question 19 was used to assess the amount of current cooperation between the various services. One hundred percent of the subjects reported they either had or were currently working with at least one other family center in the area in a cooperative effort. It was determined that there is a quarterly information sharing meeting with all of the offices participating. This meeting came about as a result of the cooperative efforts during the recent war. Many Navy deployment programs were shared with the other centers at that time. The only other instances in which all of the organizations cooperated was in the development and publication of a tri-service family member employment information brochure and the on-going childrens military lifestyle workbook.

RECOMMENDATIONS

Based on the results of the interviews conducted and the review of literature available, the following recommendations are provided:

1. Continue the quarterly meetings of management personnel but with the focus on identifying areas where more cooperative

programs could be beneficial in terms of financial savings, manpower and service to the client.

2. Areas that should be strongly considered for joint efforts are spouse/family member employment, relocation assistance and information and referral services.

3. The three centers on the peninsula could certainly streamline efforts and save dollars by combining some services, such as the employment program, which could be housed in one centralized location, and the information service, which could relatively simply coordinated through a sophisticated computer system accessible at all locations.

4. There are many Navy personnel residing on the peninsula due to the facility at Yorktown and the Newport News Shipyard. The Navy is in the process of opening another Family Service Center in Yorktown, a move which will undoubtedly be costly. With proper coordination and publicity, this office would be unnecessary as Navy personnel and families would be able to easily utilize the other organizations already located at Forts Eustis, and Monroe, or Langley Air Force Base.

5. Serious consideration should be given to more formalized cooperation and collaboration between the services in this area now. With the continued downsizing of the military services it is inevitable that other components of those services will also be cut. The military family assistance programs in the Hampton Roads, Virginia area are the ideal target for implementation of a combined or joint military family services program. A proactive stance now would only be wise.

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MISSION OF COMMANDS IN HAMPTON ROADS

<i>COMMAND</i>	<i>RESPONSIBILITY/FUNCTION</i>
<i>ATLANTIC COMMAND NORFOLK, VA.</i>	<i>RESPONSIBLE FOR THE ATLANTIC AREA OF OPERATION. U.S. FORCE OF OVER 280 SHIPS AND 1700 AIRCRAFT READY TO RESPOND TO ANY SITUATION IN THE ATLANTIC.</i>
<i>SUPREME ALLIED COMMANDER ATLANTIC NORFOLK, VA.</i>	<i>HEADQUARTERS FOR NATO'S ATLANTIC COMMAND. HAS NATO RESPONSIBILITY FOR THE ATLANTIC FROM THE NORTH POLE TO THE TROPIC OF CANCER</i>
<i>TACTICAL AIR COMMAND LANGLEY AFB, VA</i>	<i>DIRECTS ACTIVITIES OF US AIR FORCES RESPONSIBLE FOR THE AIR DEFENSE OF THE U.S. OVER 1600 AIRCRAFT AND CREWS DEPLOYED THROUGHOUT THE WORLD.</i>
<i>ARMY TRAINING AND DOCTRINE COMMAND FT. MONROE, VA.</i>	<i>U.S. ARMY'S COMMAND RESPONSIBLE FOR DEVELOPING DOCTRINE, WEAPONS SYSTEMS, EQUIPMENT AND TRAINING NEEDS.</i>
<i>ARMY TRANSPORTATION CENTER FT.EUSTIS, VA.</i>	<i>HEADQUARTERS OF THE U.S.ARMY'S TRANSPORTATION SCHOOL AND DEVELOPMENT CENTER. FORCES ASSIGNED PROVIDE TRANSPORTATION SUPPORT THROUGHOUT THE WORLD.</i>

SOURCE: ARMY, NAVY, AIR FORCE PUBLIC AFFAIRS OFFICES

INTERVIEW QUESTIONNAIRE

Branch of Service _____

1. Sex: M____ F____

2. Marital Status: Married____
Married to Active Duty Personnel____
Married to Retired Military____
Widowed of Military Personnel____
Single____
Divorced____

If single, divorced or married to other than military, are you or have you been related in any way to a military member or retiree? Yes____ No____

If yes, please specify:

Parent____ Sibling____ Child____ Other____

3. Length of time resided in Hampton Roads area: _____

4. Duty position: _____

5. Length of time in that position: _____

6. Length of time within the agency: _____

7. Were you employed with the agency during Operations Desert Shield and Desert Storm? Yes____ No____

8. What is the military population of the installation? _____

9. What is the population of military family members assigned to the installation? _____

10. What is the focus of your programs and services?
Proactive____ Reactive____

11. What is your primary target audience?
Active Duty____ Family Members____ Retirees____ Other____

12. Which of your programs or services, in order of priority, do you see as the most necessary to your clientele?

(1) _____

(2) _____

(3) _____

13. Which of your programs or services is the most intense in terms of manhours? _____
14. Do you offer or provide services to personnel or family members of other branches of the armed forces?
Yes___ No___
15. Must you utilize volunteers to supplement paid staff?
Yes___ No___
16. Are you allowed any degree of autonomy in determining what services you provide? Yes___ No___
17. Is the physical size of your facility adequate for the size of population you serve? Yes___ No___
18. Which of the following programs/services does your center provide on a regular or ongoing basis?
- A. ___ Family Advocacy Intervention
 - B. ___ Family Advocacy Education
 - C. ___ Intake Assessment
 - D. ___ Social Work Services/Counseling
 - E. ___ Employment Assistance
 - F. ___ Foster Care
 - G. ___ Spouse Abuse Shelter
 - H. ___ Relocation Assistance
 - I. ___ Consumer Affairs Education
 - J. ___ Financial Education/Planning
 - K. ___ Emergency Financial Assistance
 - L. ___ Information and Referral
 - M. ___ Parenting Education
 - N. ___ Deployment Services
 - O. ___ Retiree Affairs
 - P. ___ Family Separation Assistance
 - Q. ___ Self-Improvement Education
19. Is there currently or has there ever been any collaboration between your center and any other military family assistance center in the area? Yes___ No___
- If so, please describe: _____

20. Would you be in favor of a more formalized organization to consolidate the family service efforts of the three military branches in the area? Yes___ No___
- If so, please explain: _____

